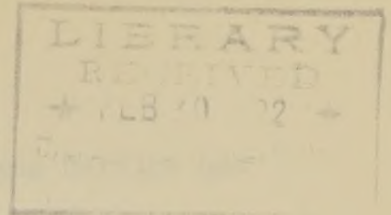


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DEPARTMENT OF AGRICULTURE  
OFFICE OF THE ASSISTANT SECRETARY  
WASHINGTON, D. C.



February 15, 1922.

To Agricultural Editors:

I am inclosing for your information a statement of the first step in the reorganization of the extension office of the Department of Agriculture. We believe this plan will permit the most rapid and sane development of a balanced extension program. I will be glad for suggestions.

*C. W. Fugate*  
Assistant Secretary.





The Office of Extension Work of the States Relations Service has recently been reorganized with a view to securing greater unity of program and coordination of effort in extension work throughout the country. In the reorganization the farm and farm home has been taken as the unit and the needs of the entire community have been considered rather than following the plan of dividing the work administratively along the lines of age and sex. Unity of extension work, its educational value, and the need for a balanced agricultural program are all emphasized in the reorganization. The plans have been considered with various cooperating colleges and State organizations and were discussed and approved at the annual meeting of the Association of Land-Grant Colleges held November 8-10 at New Orleans.

#### Offices Consolidated.

The first step was taken October 1, 1921, when two offices in the States Relations Service, one for extension work in the South and the other for extension work in the North and West, were combined into a single office. C. B. Smith, formerly chief of the Office of Extension Work in the North and West, was made chief of the consolidated office, T. W. Harvey assistant to the chief, M. M. Thayer executive assistant, and F. M. McLaughlin handling appointments and financial records. The Federal administrative units of county agent work, home demonstration work, and boys' and girls' club work which formerly existed in the Northern and Western office have been done away with and the plan of the Southern office has been considerably changed.

The second step was taken on January 6, when the old divisions were abandoned and four new divisions were created in the Office of Extension





Work, as follows: I, Administration; II, Projects and Programs; III, Subject-Matter Workers; IV, Extension Methods in Organization.

Division II (Projects and Programs) will deal with work intended to aid in formulating and carrying out those features of the extension program having a national or broad regional significance and with administrative matters pertaining to the projects, plans of work, budgets, and expenditures under the Federal laws relating to extension work. The following have been assigned to this division: J. A. Evans, G. E. Farrell, W. A. Lloyd, W. B. Mercier, E. A. Miller, H. E. Savely, and Florence E. Ward. W. H. Conway will have charge of details of projects and records. This group will make special studies of the projects of the various States now in force and proposed, as they relate to the extension problems in agriculture and home economics and will counsel with State directors of extension when desired on State-unified extension programs, their organization, correlation, and execution, State laws supporting extension work, financing the work, and like matters. No head of this division has yet been announced.

Division III (Subject-Matter Workers) will include technically trained and experienced extension men and women in the States Relations Service and in bureaus who will deal with extension work in definite lines of agriculture and home economics. These will as a rule have offices with the subject-matter bureau or division of the department covering the lines of work represented, but will be under the administrative direction of the States Relations Service. Besides being carriers of information resulting from the research work of the department to the States they will study





similar work in the States, with special reference to furthering their particular line of work. A. B. Graham will head this division, and the following will be assigned to it: Miriam Birdseye, H. M. Dixon, O. S. Fisher, R. Hood, F. P. Lund, O. B. Martin, and J. O. Taylor.

Division IV (Extension Methods in Organization) will furnish expert assistance to the State directors of extension and State leaders in methods of organizing and conducting extension work in the counties, including such matters as organizing of community and county clubs of men, women, and juniors, and the developing and carrying out of unified programs of extension work. In short it will be the business of this group to assist State extension agents in getting all members of the farm family interested in carrying out the united extension program. This group will work subject to call from State directors of extension, and through them will work with State and county workers or directly with members of farm families along organization lines as may be determined after conferences with States. The workers assigned to this group are: R. G. Foster, H. W. Gilbertson, H. W. Hochbaum, I. O. Schaub, M. C. Wilson, Grace E. Frysinger, Agnes E. Harris, Ola Powell, Madge J. Reese, C. L. Chambers, Milton Danziger, I. W. Hill, I. L. Hobson, and Gertrude L. Warren. H. W. Barber will handle the annual and monthly reports of field agents. T. M. Campbell, Tuskegee Institute, Ala., and J. B. Pierce, Hampton Institute, Va., will be field agents in Negro extension work. No permanent head of this division has been announced.





DEPARTMENT OF AGRICULTURE  
OFFICE OF THE ASSISTANT SECRETARY  
WASHINGTON, D. C.

February 20, 1922.

To Extension Directors:

You may call this a progress report on the reorganization of the federal extension office. We are going forward as rapidly as we can along the lines outlined at New Orleans. It is a big job and the program is new here, and it will be some time before we get things running as smoothly as we would like. Your indulgence, therefore, is asked. We hope that you will send us suggestions freely.

I sent you recently a statement of the assignments of the workers of the two old offices to the new divisions.

We have just placed at the head of the Division of Projects and Programs a man with technical and practical knowledge and training in agriculture, with particular emphasis on his rural economics and rural social qualifications. This man is L. H. Goddard. The press announcement of his appointment is attached.

Under the division entitled Projects and Programs, we have been able thus far only partially to carry out the plan as it lies in our minds. As outlined at New Orleans it is our plan (1) to aid in formulating and carrying out those factors in the extension program, which have a national or broad regional significance, and (2) to handle the administrative matters pertaining to the projects, plans of work, budgets and expenditures under the Federal laws, relating to extension work. In order to consider the extension program from all angles and to handle the usual business relating to the 600 or more extension projects which the colleges send to the Department for consideration, it has seemed necessary to put into the sections some of our most experienced men and women, including leaders





of former groups. This group will make special studies of the projects of the various states now in force and proposed, as they relate to the extension problems in agriculture and home economics, and be available to counsel with directors when desired on state extension programs, their organization, correlation, and execution, state laws supporting extension work, financing the work and like matters. This is the service the Department has not been able heretofore to render the states in any systematic way, and I believe will be one of the most valuable services to come out of the reorganization.

The second division of the reorganization office will embrace the contact of our Department subject matter workers and specialists with the extension workers in the state. These persons will office with the subject matter bureaus or offices of the Department which they may represent and under the administrative direction of the Office of Extension. We have only a few workers in this group who are devoting their full time to extension and expect to go only as fast in development of this work as we acquire experience and learn from the directors the possible value of the service.

The third section of the new office of extension as we are organizing it is intended to furnish expert assistance to the extension directors and state leaders in methods of organizing communities and county groups of men, women and children, individually or collectively, for the purpose of developing and carrying out programs of extension work and making such work effective through efficient methods of office



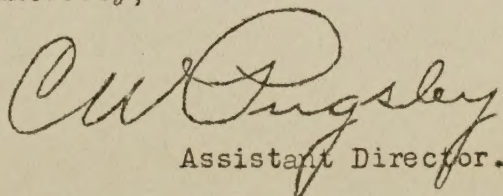


organization and publicity, extension tours, exhibits, meetings and the like. These workers will deal with state or county extension workers in accordance with plans worked out with extension directors and upon their call. This group of workers has been made up largely of those heretofore engaged in county agent, home demonstration agent and boys and girls club organization work. They are all united now under one leader so that they will gain the viewpoint that they are to promote, - a coordinated extension program.

You will see that we are organizing in the hope that we may give assistance to the state regardless of the plan of organization it may use. I wish to assure you again, as I did at New Orleans, that the reorganization here does not necessitate the reorganization of your state extension services. I have been told that some state leaders have feared that the Federal Department planned to demand state reorganizations. That matter is entirely in your hands as state director. It is merely our desire to develop a type of organization which will be most helpful to you.

We are now ready to begin to try it out. There will be lots of rough places, and I hope you will keep me fully informed of its working. I want not only the facts, but suggestions.

Sincerely,

  
Assistant Director.

Inclosure.



